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ABSTRACT

This report discusses the results of a survey that examined the emeritus status of faculty and administrators at 24 community colleges across the country, with particular reference to such issues as emeritus eligibility, benefits, and coverage. It discusses the definition of emeritus in the second section. In the third segment, the rationale of the study is discussed with particular reference to the current personnel practices of the Maricopa County Community College District. The fourth section provides a brief commentary on the method and scope behind the survey material. The fifth part begins a review of the survey results with emphasis on eligibility, coverage, and processing factors (including the role of the Governing Board) related to emeritus status. In the sixth segment, the benefits associated with the emeritus designation are examined in a comprehensive manner, with such coverage focusing on both monetary and non-monetary fringes. The seventh section summarizes the findings, which include: (1) emeritus status is granted commonly to faculty and much less often to administrators; (2) years of service is the most common eligibility requirement, with 15 being the average; and (3) governing board approval is almost universally required for granting emeritus status. Recommendations are made for creating an emeritus program that is both inexpensive and administratively simple to administer. Appendices list the colleges participating in the study, and 9 tables illustrating different data elements of the study. (VWC)

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ED 438 870

A SURVEY OF FACULTY AND ADMINISTRATOR EMERITUS PROGRAMS AT COMMUNITY COLLEGES: ELIGIBILITY, COVERAGE, AND BENEFITS

Prepared by

Michael C. Petrowsky
Glendale Community College
Maricopa County Community College District
February, 2000

BEST COPY AVAILABLE

February 2, 2000

GLENDALE
COMMUNITY
COLLEGE

6000 West Olive Avenue
Glendale, AZ 85302-9983
Phone 623-845-3000
Fax 623-845-3329

TO: Gene Eastin, President
Governing Board
Maricopa County Community College District

FROM: Michael C. Petrowsky MCP
Professor of Economics
Glendale Community College

SUBJECT: Survey on Community College Emeritus Programs

As requested, you will find a report titled, *A Survey of Faculty and Administrator Emeritus Programs at Community Colleges: Eligibility, Coverage, and Benefits*, which I hope will help you in dealing with the emeritus issues in the district.

The document is based on a survey of emeritus programs at 24 community colleges. While it does not pretend to be either comprehensive or statistically random, the report should give you a snapshot of what some of the largest community colleges and districts in the country are doing in this area.

EXECUTIVE SUMMARY

This document summarizes the result of a survey that focused on emeritus programs at community colleges. The survey was conducted by mail , and it reports on data provided by 24 community colleges that cover 16 states. The survey examined those parts of the emeritus programs that covered eligibility, benefits, and coverage (i.e., the extent to which some or all of the employees are included in the program). Major findings of the survey include the following:

- The granting of emeritus status to faculty is a relatively common practice. Less common are emeritus distinctions for administrators.
- The emeritus distinction is not normally given to non faculty personnel below senior administrative ranks.
- Years of service is the most common eligibility requirement, with approximately 15 years being the average.
- Governing Board approval is almost universally required for the achievement of emeritus status.
- On a procedural level, there appears to be an almost even split between automatic eligibility versus individual processing of emeritus applicants.
- The achievement of emeritus status generates varied benefits, but the most common practice is for the college/district to grant the title and then place the faculty member's or administrator's name in the college catalog.

During the course of the survey, it was also discovered that the Maricopa County Community College District (MCCCD) had no uniform policy regarding emeritus status and that individual college practices vary widely. Because of this, it is recommended that the Governing Board adopt a formal uniform policy on the granting of emeritus status which (1) requires 15 years of service, (2) requires being retired and meeting the conditions of the Arizona State Retirement System, and (3) insures automatic eligibility so as to promote fairness and to reduce administrative paperwork. At a minimum, the emeritus designation will mean that the employee's name and title, followed by the emeritus title, will be placed in the college catalog, or all catalogs if it involves district personnel. The awarding of the emeritus distinction should be limited to (full time) chancellors, vice chancellors, college presidents, deans, and residential faculty.

A Survey of Faculty and Administrator Emeritus Programs at Community Colleges: Eligibility, Coverage, and Benefits

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I. Introduction

This brief paper discusses the results of a survey that examined the emeritus status of faculty and administrators at community colleges, with particular reference to such issues as emeritus eligibility, benefits, and coverage. Given the limitations of time and money, the survey does not pretend to be either comprehensive or random in the statistical sense of the word. Yet because the survey respondents do include some of the largest community colleges and districts in the country, it may be highly suggestive of what prevailing practice is in this area.

The subsequent parts of this report provide background and summarize the findings of the survey. The definition of emeritus is discussed in the second section. In the third segment, the rationale of the study is discussed with particular reference to the current personnel practices of the Maricopa County Community College District (MCCCD). This is then followed by the fourth section that provides a brief commentary on the method and scope behind the survey material. The fifth part then begins a review of the survey results with emphasis on eligibility, coverage, and processing factors (including the role of the Governing Board) related to emeritus status. In the sixth segment, the benefits associated with the emeritus designation are examined in a comprehensive manner, with such coverage focusing on both monetary and non-monetary fringes. This is followed by the seventh section that summarizes the findings. Finally, and in the eighth section, appropriate recommendations are made which draw

from the findings and which attempt to create an emeritus program which is both inexpensive and administratively simple to administer.

It is hoped that these findings and recommendations will lead to the adoption of a uniform policy on the granting of emeritus status that is fair, consistent, and relatively cost efficient in terms of money, time and related resource usage.

II. Definition of Emeritus

It is perhaps instructive to first clarify what the word "emeritus" means, for it will be used throughout the survey. *Webster's New World Dictionary (Second Edition)* provides the following definitions:

1. "retired from long, active service on account of age or infirmity, but retaining one's rank or title; as professor *emeritus*."
2. "one who has been honorably discharged from public service: usually applied to a member of a profession."

From the above, it appears that the salient characteristics of the word emeritus are that: first, it involves long years of active public service; second, this service culminates in some type of retirement or discharge; and third, the retirement is usually from a "profession," which *Webster* also defines as "a vocation or occupation requiring advanced training in some liberal art or science, and usually involving mental rather than manual work, as teaching, engineering, writing, etc; especially medicine, law or theology."

Given these remarks, it is not surprising that many colleges and universities have policies that provide emeritus status to their faculty who have retired with many years of service. What is not known, however, is just how this is done on the community college level. The subsequent sections attempt to deal with this omission.

III. Rationale for the Study

The study of emeritus status at community colleges is both timely and relevant for a number of reasons. First, there is the simple issue of demographics. Over the next several years, the MCCCD will experience a large number of retirements in its faculty and senior administrative ranks. How to best deal with this problem, and how to effectively utilize this pool of retired talent, is of course a quandary that goes beyond the granting of emeritus status. Yet a proper resolution of the emeritus issue can be a useful starting point for dealing with retired faculty and administrators in an effective, efficient, and humane manner.

Second, there is the problematic associated with consistency and fairness. At present, the MCCCD does not have a policy that governs the granting of emeritus status. Because of this, a vacuum has been created in which the colleges in the district have adopted their own policies, which vary quite widely. And this diversity, while perhaps meritorious when seen from a local college perspective, can also be viewed as arbitrary and capricious from a District personnel/Governing Board standpoint.

A review of the nine community college catalogs in the MCCCD (Rio Salado Community College was excluded) shows how varied the emeritus designation is treated. On the faculty level, five community colleges (South Mountain, Gateway, Chandler Gilbert, Mesa, and Phoenix College) explicitly grant emeritus status to faculty in their catalogs, while two community colleges (Estrella Mountain and Scottsdale) have a listing called "Faculty Retirees." The remaining two colleges (Glendale and Paradise Valley), provide no faculty distinction of any kind.

This variation is even wider in the administrative ranks, where the emeritus designation is less frequently given (a finding that is consistent with the survey results in this report). As an example, five of the MCCCD colleges do not appear to have ever granted emeritus status to anyone on the administrative level. In the case of two colleges, moreover, emeritus status was limited to a President (Glendale) and to a President and Dean (Phoenix College). Finally, one college (South Mountain) has adopted the designation "Early Retirees," which seems to include employees from the non-faculty, non administrative ranks, a practice not commonly found throughout the country.

Aside from this inconsistent personnel practice, there is also an academic reason why a study of the emeritus issue is needed: there has simply been no research conducted in this area. Past studies on emeritus faculty have usually focused on either four year colleges and universities or have been limited to such issues as defining a role for the faculty member after retirement. In some cases, this research has also examined the transition process between active employment and future retirement. While these are all

useful topics, none of these studies have focused on the benefits and eligibility requirements associated with the granting of emeritus status to community college faculty and staff.

IV. Scope of Survey

The emeritus information in this report was obtained through the use of a questionnaire that was conducted by mail. The letter and survey instrument are shown in the Appendix. The GCC institutional research office also provided a mailing list which included the 30 largest community college districts in the country as well as the largest community colleges (see Appendix A). These lists were further expanded by randomly selecting 30 colleges from the book, *Peterson's 2 Year Colleges* (1999), resulting in a total mailing list of 80 community colleges. Because of this, the survey is not random but is rather skewed towards the largest community colleges/districts in the country. While this has statistical disadvantages, it also has advantages of comparability given the size of the MCCCD.

The mailing generated a total of 41 responses, for a response rate of just over 51 percent. For these 41 colleges/districts, 24 granted emeritus status, making this about 60 percent of the total respondents. As Table 1 in Appendix B indicates, these 24 institutions include many of the largest community college districts in the country. These respondents also originate from 16 states, making this a widely dispersed geographic sample.

Survey results were tabulated using a columnar pad. In many instances, respondents answered the questionnaire and also enclosed a copy of their policies and procedures. This information was then used to clarify questionnaire statements. In other cases, and because of missing or incomplete data, some interpretation had to be made of the information that was provided. Survey respondents (17) that did not have emeritus programs, but who responded to our questionnaire, were not included in this report.

V. Survey Results: Eligibility Requirements & Board Involvement

This section examines the requirements that trigger the awarding of emeritus status. It looks at age, years of service, and the degree to which some or all of the employee groups are eligible. The section also examines the processing of eligibility requests and the degree or involvement of Governing Board approval.

1. Employee coverage. As was reported previously, 24 community colleges stated that they granted emeritus to their faculty. This same percentage, however, does not apply to employees in non-faculty classifications. Table 2 (Appendix B) shows that only 17 of these colleges, or 71 percent of the total, included administrative employees in their emeritus programs. From this, it appears that the emeritus designation for non-faculty is common but by no means universal.

Because the "administrative" term is so unclear, an attempt was made to break this down by a more detailed job category. Tables 3 and 4 do this and strongly suggest

that where the emeritus designation is granted to non-faculty employees, it is largely limited to staff in the "pure" administrative ranks. Indeed, less than one third (29.41 percent) of these administrative, emeritus programs cover all employees; in terms of the total survey of 24 respondents, this amounts to just under 21 percent. The granting of emeritus status, then, to non-faculty, non-administrative employees is not a widespread phenomenon, but is rather limited to senior administrative personnel.

2. Age, years of service, and other requirements. Most of the emeritus programs at community colleges have a "years of service" requirement in order to attain the emeritus designation. This is illustrated in Table 5, where it is seen that 19 colleges, or almost 80 percent of the total, had some type of years of service requirement. The table also reveals that, on average, emeritus status can be attained when an employee serves between 14 and 15 years at the college. In general, almost 90 percent of these colleges had service requirements between 6 and 20 years.

In addition to years of service as a requirement for emeritus status, there is also the condition that the employee be retired in order to achieve the emeritus designation. As Table 6 indicates, over 90 percent of the respondents reported this as a requirement, with many of them stating that the employees must also meet the requirements (and participate in) the college's or state's retirement plan. From this, it seems fairly safe to say that there are very few emeritus programs which have non retired employee participants.

Retirement and years of service are thus two common characteristics behind emeritus eligibility. Less commonly found, however, is any type of age requirement. The breakdown in Table 7 reveals that only 4 respondents (less than 17 percent of the total) listed a minimum age requirement for attainment of emeritus status. The ages stated, moreover, were between 50 and 60 years, which suggests that this be perhaps tied in with the retirement requirement noted above.

3. Processing and implementation of emeritus status. Aside from these previously cited eligibility requirements, there is also the question of who decides or grants emeritus status and the procedures under which this occurs. As regards the former question, the most common practice is for the Governing Board to ultimately make the decision. Following Table 8, only three of the survey respondents kept this authority with the college president, while the vast majority (85 percent) required Board approval. The prevailing practice, then, is for the Governing Board to authorize and grant the emeritus designation.

The procedure under which emeritus status is granted presents a rather mixed picture. From Table 9, just over 57 percent of the colleges indicated that there is some type of individual processing prior to the awarding of emeritus status. This varied from Dean or Department Chair recommendation to a formal committee review which utilized various forms of past college contributions as (subjective) selection criteria. These criteria, moreover, were in addition to the other factors such as age, years of service, and

pension eligibility. In some few cases, it was also necessary for the faculty member/administrator to request emeritus status by completing an application.

The remaining 43 percent of college respondents seemed to have automatic eligibility (pending Board approval) if the objective criteria of age and years of service were met. In other words, Governing Board approval was largely automatic and did not rely on prior committee review or recommendations. The driving force behind this appeared to be administrative simplicity, although there may also be a desire to keep the program impartial by basing it solely on such objective factors as years of service.

VI. Survey Results: Benefits of Emeritus Status

Given that emeritus status has been granted, what are the benefits? Table 10 attempts to answer this question. As the Table indicates, there are wide ranges of employee benefits associated with the emeritus designation. The 18 benefits listed are indeed varied and range from library privileges to bookstore discounts. If there is any pattern, it may be that commonly found benefits tend to be rather inexpensive. Some benefits, for example, such as guaranteed classes and higher part time teaching rates, appear to be quite costly, which may account for their infrequency.

The most popular benefit appears to be the granting of the emeritus title with subsequent placement of the faculty member's/administrator's name in the college catalog. Indeed, 17 of the respondents, or 71 percent of the total, have this practice. Other common practices include the dispensation of an award, plaque, or pin (42 percent), the

granting of library privileges (42 percent), and free admission to college events along with parking privileges (33 percent). Less commonly found benefits include award luncheons and email privileges (4 percent).

VII. Findings

1. The granting of emeritus status to faculty is a relatively common practice. While the granting of the emeritus designation to administrators is less common, it is not unknown. The emeritus distinction, however, is not normally given to non- faculty personnel below senior administrative ranks.
2. The most common eligibility requirement for emeritus status is years of service, with approximately 15 years being the average. Being officially retired, and meeting the college or state's pension criteria, is also another commonly found requirement.
3. Governing Board approval is almost universally required for the granting of emeritus status. But there appears to be an almost even split between automatic eligibility versus individual processing of emeritus applicants.
4. The benefits associated with emeritus status are varied. The most prevailing practice is for the college/district to grant the title and then place the faculty member's or administrator's name in the college catalog. Somewhat less frequently found benefits include the awarding of a certificate, plaque, or pin, and library privileges.

5. There appears to be no uniform policy regarding emeritus status in the Maricopa County Community College District. College practices within the district vary widely.

VIII. Recommendations

The recommendations listed below were developed using three criteria. First, do they follow the survey results in the sense that it represents a common personnel practice? Second, will they be inexpensive to implement? And third, will they be relatively easy to administer? Following these criteria, it recommended that the Governing Board take the following actions:

1. That the Governing Board adopt a formal, uniform policy on the granting of emeritus status which insures automatic eligibility (given the requirements below) in order to reduce paperwork and related administrative burdens.
2. That emeritus status be granted to full time faculty, deans, college presidents, vice chancellors, and chancellors who have served the district for a minimum of 15 years and who have retired meeting the requirements of the Arizona State Retirement System. Once the emeritus designation is granted, this will mean that the employee's name and title, followed by the emeritus designation, will be placed in the appropriate college catalog, or all catalogs if it involves district personnel. The same designation will also be used on commencement (graduation) program booklets.

3. That the Board approved emeritus program is applied retroactively to all appropriate employees who met the previously cited requirements and who have retired before the implementation of this policy.
4. That the Board policy not affect employees who have previously received the emeritus designation under past individual college policies that may differ from the new Board policy.

APPENDIX A:

- **Mail Survey Letter**
- **Questionnaire**
- **Mailing List**

November 10, 1999

GLENDALE
COMMUNITY
COLLEGE

6000 West Olive Avenue
Glendale, AZ 85302-9983
Phone 623-845-3000
Fax 623-845-3329

Dear Personnel Director:

Your institution was selected as part of a survey that is attempting to ascertain the status of emeritus faculty at community colleges around the country. I am trying to determine the number of colleges that grant emeritus status to their faculty along with related information such as privileges or perquisites that come with this designation.

A copy of the survey is enclosed. You can help to improve our understanding of this frequently neglected personnel area by taking a few minutes to complete this very brief questionnaire and then mailing it back to me in the stamped, self addressed envelope that is enclosed. (If you have a written policy on emeritus faculty, you can attach this to the survey and mail it to me.)

While individual responses to the survey will kept confidential, a copy of the aggregated survey results will be sent to those who respond before November 29th. (If you do wish a copy of the survey results, please write in a name and address at the top of the survey form.)

Sincerely,

Michael C. Petrowsky
Professor of Economics

EMERITUS COMMUNITY COLLEGE FACULTY SURVEY

NAME_____

COLLEGE_____

ADDRESS_____

1. Does your college grant an emeritus status to its faculty?

   Yes_____ No_____

2. If an emeritus status is granted, what are the conditions? For example, how many years of employment are necessary before this status is granted? Is there an age requirement? Are Deans, Presidents, etc., also given this designation?

3. If your faculty are granted emeritus status, what actions are taken or benefits granted in recognition of this status? (Example: library privileges, fitness center privileges, invitations to special college functions, etc.)

4. If you have emeritus faculty, are they listed in your course catalog? How are these faculty recognized ?

COMMENTS:

IF YOU HAVE A WRITTEN POLICY ON EMERITUS FACULTY, PLEASE ATTACH IT TO THE SURVEY.

District Name	State	Enrollment
Los Angeles Community College District	CA	101,735
Maricopa County Community College District	AZ	91,301
City University of New York	NY	75,484
City Colleges of Chicago	IL	70,717
Los Rios Community College District	CA	49,892
Dallas County Community College District	TX	46,145
Coast County Community College District	CA	41,224
San Diego Community College District	CA	39,979
Foothill-De Anza Community College District	CA	37,927
Alamo Community College District	TX	33,856
Contra Costa Community College District	CA	32,579
North Orange County Community College District	CA	31,278
Ventura County Community College District	CA	29,555
University of Hawaii Community College System	HI	24,899
State Center Community College District	CA	24,301
San Mateo County Community College District	CA	24,126
Peralta Community College District	CA	22,747
Grossmont-Cuyamaca Community College District	CA	21,768
Community Colleges of Baltimore County	MD	19,883
West Valley-Mission Community College District	CA	18,998
Kern Community College District	CA	18,961
Suffolk County Community College District	NY	18,346
Seattle Community College District	WA	18,325
Chabot-Las Positas Community College District	CA	18,185
Community Colleges of Spokane	WA	16,208
San Jose/Evergreen Community College District	CA	15,663
Yosemite Community College District	CA	15,633
San Bernadino Community College District	CA	14,808
Erie Community College	NY	11,542
South Orange County Community College District	CA	10,157
Illinois East Community College District	IL	7,334

Institution Name	Enrollment
MIAMI-DADE COMMUNITY COLLEGE	48,449
HOUSTON COMMUNITY COLLEGE SYSTEM	38,463
NORTHERN VIRGINIA COMMUNITY COLLEGE	35,221
COLLEGE OF DU PAGE	28,989
CITY COLLEGE OF SAN FRANCISCO	28,185
PIMA COMMUNITY COLLEGE	27,761
BROWARD COMMUNITY COLLEGE	26,472
TARRANT COUNTY JUNIOR COLLEGE	25,856
AUSTIN COMMUNITY COLLEGE	25,850
COMMUNITY COLLEGE OF SOUTHERN NEVADA	24,728
VALENCIA COMMUNITY COLLEGE	24,470
OAKLAND COMMUNITY COLLEGE	24,223
MT SAN ANTONIO COLLEGE	23,803
PORTLAND COMMUNITY COLLEGE	23,782
SALT LAKE COMMUNITY COLLEGE	23,590
MACOMB COMMUNITY COLLEGE	23,574
DE ANZA COLLEGE	23,420
PASADENA CITY COLLEGE	22,990
SANTA ROSA JUNIOR COLLEGE	22,922
EL CAMINO COLLEGE	22,856

APPENDIX B:

TABLES

TABLE 1

COMMUNITY COLLEGES THAT PARTICIPATED IN THE MAIL SURVEY AND THAT HAVE EMERITUS PROGRAMS

COLLEGE/DISTRICT	STATE
Alamo Community College District	Texas
Casper College	Wyoming
Coast Community College District	California
Chicago Community College District	Illinois
College of Du Page	Illinois
Columbus State Community College	Ohio
Erie County Community College	New York
Eastern Arizona College	Arizona
Des Moines Area Community College	Iowa
Grossmont –Cuyamaca Community College District	California
Harrisburg Area Community College	Pennsylvania
Hawaii Community College District	Hawaii
Johnson County Community College District	Kansas
Kirkwood Community College	Iowa
Mercer County Community College	New Jersey
Mesa College	California
Miami Dade Community College	Florida
Nassau Community College	New York
Northern Virginia Community College	Virginia
Norwalk Community College	Connecticut
Pima Community College District	Arizona
San Bernardino Community College District	California
South Orange Community College District	California
Seattle Community College District	Washington

TOTAL COLLEGES/DISTRICTS = 24
TOTAL STATES = 16

TABLE 2

COMMUNITY COLLEGE EMERITUS PROGRAMS, BY EMPLOYMENT CATEGORY

EMPLOYMENT CATEGORY	NUMBER	% OF TOTAL
Faculty only	7	29.16
Faculty and Administration	17	70.83
TOTAL	24	100.0

TABLE 3

EMERITUS STATUS COVERAGE FOR NON-FACULTY EMPLOYEES

EMPLOYMENT CATEGORY	NUMBER	% OF TOTAL
President only	1	5.88
Presidents and Deans	2	11.76
Senior Administration	2	11.76
Administration	6	35.29
Academic Administration	1	5.88
All Employees	5	29.41
TOTAL	17	100.0

TABLE 4

EMERITUS STATUS COVERAGE FOR NON-FACULTY, NON ADMINISTRATION EMPLOYEES

EMPLOYMENT CATEGORY	NUMBER	% OF TOTAL
Administration	12	70.58
All Employees (includes non admin.)	5	29.42
TOTAL	17	100.0

TABLE 5

YEARS OF SERVICE NEEDED TO QUALIFY FOR EMERITUS STATUS

YEARS OF SERVICE	NUMBER	% OF TOTAL
0 to 5 years	1	5.26
6 to 10 years	4	21.05
11 to 15 years	8	42.10
16 to 20 years	5	26.31
21 years or more	1	5.26
TOTAL	19	100.0

MEAN = 14.36 years

TABLE 6

RETIREMENT AS A PRECONDITION OF EMERITUS STATUS

CATEGORY	NUMBER	% OF TOTAL
Retirement required	22	91.66
Retirement not required	2	8.33
TOTAL	24	100.0

TABLE 7

AGE REQUIREMENT AS A QUALIFICATION FOR RETIREMENT STATUS

CATEGORY	NUMBER	% OF TOTAL
Age requirement	4	16.66
No age requirement	20	83.33
TOTAL	24	100.0

TABLE 8

BOARD VERSUS PRESIDENT APPROVAL OF EMERITUS STATUS

APPROVAL REQUIREMENT	NUMBER	% OF TOTAL
Governing Board Approval	18	85.71
President Approval Only	3	14.29
TOTAL	21	100.0

TABLE 9

AUTOMATIC ELIGIBILITY (PENDING BOARD APPROVAL) VERSUS INDIVIDUAL PROCESSING FOR EMERITUS STATUS ELIGIBILITY

PROCESS	NUMBER	% OF TOTAL
Automatic eligibility	9	42.85
Individual processing	12	57.14
TOTAL	21	100.0

TABLE 10

EMERITUS STATUS BENEFITS GRANTED
BY COMMUNITY COLLEGES

BENEFIT	NUMBER OF INSTITUTIONS	% OF TOTAL
Access to E Mail	1	4.16
Adjunct teaching rate higher	1	4.16
Award Luncheon	1	4.16
Award, Plaque, Pin	10	41.66
Bookstore discount	4	16.66
Business cards	2	8.33
Fitness center privileges	4	16.66
Free admission to college events	8	33.33
Guaranteed classes	1	4.16
Identification card	2	8.33
Invitation to graduation	2	8.33
Library privileges	10	41.66
Name in catalog with emeritus title	17	70.83
Office/storage space	3	12.50
On mailing lists	4	16.66
Parking privileges	8	33.33
Right to serve on college committees	2	8.33
Tuition free/subsidized classes	4	16.66

TOTAL = 18 Benefits Identified

TOTAL RESPONDENTS = 24